



# Operational Plan 2017 - 2018



## Message from the Mayor and General Manager



We are pleased to present the Gwydir Shire Council's Operational Plan for 2017 – 2018. This document is one of a suite of documents prepared by our Council in accordance with the NSW Governments' Integrated Planning and Reporting Framework.

Leading up to the production of these plans we undertook extensive community consultation and we listened to our community, we assessed their aspirations, and aligned their aspirations with the strategic direction of our Council. We asked our community what their vision was for the future of Gwydir Shire Council and the community came up with **Gwydir Shire – A Circular Economy – Fresh Air, Innovation and Opportunity.**

We have five key themes:

- A healthy and cohesive community (Social)
- Building the business base (Economic)
- An environmentally responsible shire (Environment)
- Proactive regional and local leadership (Civic Leadership)
- Organisational management (Governance)

Our key themes are linked and referenced to State and Regional priorities.

In addition to the community aspirations, included in these plans are actions focused on ensuring that Gwydir Shire Council will be abreast of industry trends such as energy dependence, technological advances, localism, potential climate change adaption, population decline and social media.

We are committed to improving our financial position. Integrated into our plans are strategic actions to address the issues outlined in a recent reassessment by the NSW Treasury Corporation (TCorp). During the Fit for the Future assessment process in 2013 our Council was classified as having a Financial Sustainability Rating (FSR) of 'very weak'. Focused on the continual improvement of our financial situation we commissioned a reassessment from TCorp in March 2017. After this assessment we were classified as having an FSR rating of 'Weak' with a 'Neutral' outlook. We are planning to continue to improve.

This plan outlines how Gwydir Shire Council will move forward into the future and continue to provide for a vibrant and sustainable community.

*John Coulton (Mayor)*  
*Max Eastcott (General Manager)*

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Council acknowledges the traditional owners of the land, the Kamilaroi People and pays its respect to Elders both past and present.

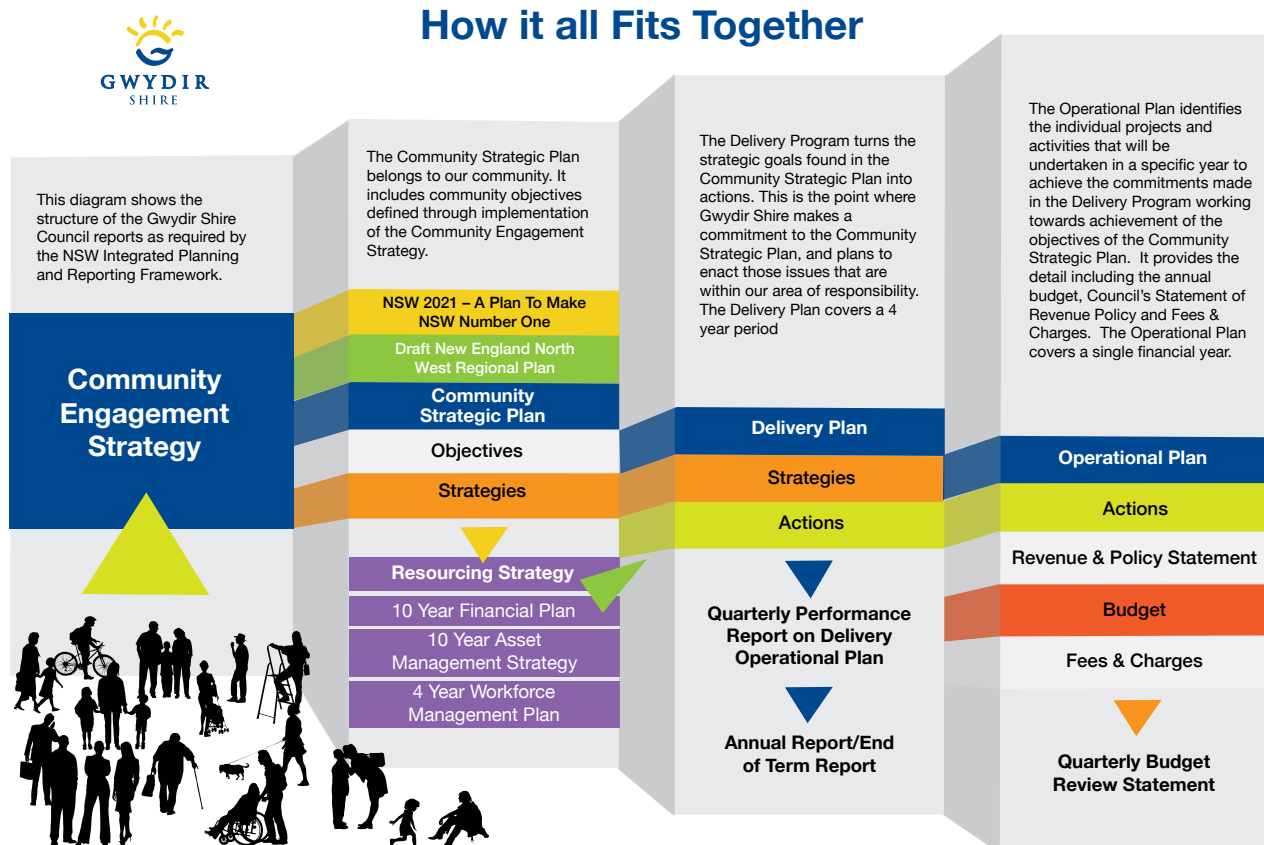
## Our Planning Framework

### How it all fits together

The Integrated Planning and Reporting Framework impacting all NSW Councils was introduced by the NSW State Government in 2009. The reforms replaced the former Social and Management Plan structures. All NSW Councils are required to develop a Community Strategic Plan spanning 10 years, a Delivery Program spanning the four year period of the elected council and Operational Plans covering each financial year.

The framework allows Gwydir Shire Council to link all their plans together to get the maximum leverage by planning holistically for the future.

Gwydir Shire Council has been working within the Integrated Planning and Reporting Framework since June 2012. The essential elements of the framework, and how they fit together, are shown in the diagram below.



## Our Elected Council



*"I want to see to fruition the Circular Economy developments. They will create employment in the community and dramatically boost our population."*

Cr. John Coulton - Mayor  
3575 Allan Cunningham Road Warialda NSW 2402  
Mobile: 0427 297 082  
Email: [jcoulton@gwydir.nsw.gov.au](mailto:jcoulton@gwydir.nsw.gov.au)



*"I would like to be able to share our area, our events and our lifestyle with many more visitors. It is my aspiration to have adequate funding to expand Tourism especially our Festivals. "*

Cr Catherine Egan - Deputy Mayor  
4 Keera Street Bingara NSW 2404  
Email: [cegan@gwydir.nsw.gov.au](mailto:cegan@gwydir.nsw.gov.au)



*"My areas of focus as a Councillor will be tourism, Aged Care, Health and Education."*

Cr. Tiffany Galvin  
" Damehill" 167 Whitlow Road  
Bingara NSW 2404  
Email: [tgalvin@gwydir.nsw.gov.au](mailto:tgalvin@gwydir.nsw.gov.au)



*"I want to see Gwydir Shire Council advance through an increase in development leading to a boost in the local economy through the creation of local jobs."*

Cr. Jim Moore  
"Pepperbox" 90 Oregon Road Warialda NSW 2402  
Email: [jmoore@gwydir.nsw.gov.au](mailto:jmoore@gwydir.nsw.gov.au)



*"I believe that we should continue identifying and targeting responsible savings and economies while identifying opportunities."*

Cr Frances Young  
10 Junction Street Bingara NSW 2404  
Email: fyoung@gwydir.nsw.gov.au



*"I would like to see growth in industry and population through the whole of the shire area."*

Cr. David Coulton  
112 High Street  
Warialda NSW 2402  
Email: dcoulton@gwydir.nsw.gov.au



*"I would like to advance initiatives that create jobs in Gwydir."*

Cr Marilyn Dixon  
2 Gwydir Street  
Bingara NSW 2404  
Email: mdixon@gwydir.nsw.gov.au



*"I believe we need to look to the future to advance our shire through new projects without ignoring the things that really matter i.e. roads, rates and rubbish."*

Cr Geoff Smith  
"Dalkeith" Warialda NSW 2402  
Email: gsmith@gwydir.nsw.gov.au



*"I will be doing what I can to provide for the development of new industry that will bring jobs to the area."*

Cr. Stuart Dick  
"Wadgie" 2239 Adams Scrub Road Warialda Rail NSW 2402  
Mobile Number: 0427 663 264  
Email: sdick@gwydir.nsw.gov.au

## The Community Strategic Plan

**The Community Strategic Plan** is the highest level plan prepared by Gwydir Shire Council and the community. It spans a period of 10 years. It belongs to the community and reflects the community's main priorities and future aspirations. The Community Strategic Plan is a roadmap for the future. In addition to the community priorities it considers trends, issues and future demands.

As mentioned in the previous paragraph, the Community Strategic Plan belongs to the Gwydir Shire Community. While Gwydir Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Gwydir Shire Council Community, it is not wholly responsible for its implementation. The long term objectives of the plan will require other partners, such as State and Federal agencies and community organisations.

The Community Strategic Plan is based on the social justice principles of access, equity, participation and rights. The Community Engagement Strategy has been developed and implemented based on these principles.

Our Community Vision established during the extensive community consultation process is.....

### Gwydir Country – A Circular Economy – Fresh Air, Innovation and Opportunity

The Community Strategic Plan as developed by the community will be implemented by the Council on behalf of the community. The plans are underpinned by the principles of social justice and are built around the five goals outlined below:



In addition to the social justice principles, the Local Government Act dictates that the Community Strategic Plan must address the social, environmental, economic and civic leadership considerations, which are the quadruple bottom line considerations. In addition to these four considerations, the Council has decided to add an additional consideration of governance, the goal being Organisation Management. This goal specifically applies to internal management functions that are aligned with the community aspiration of a sustainable council.

The strategic goals included in the **Community Strategic Plan** are turned into actions in the four year **Delivery Program**. The **Operational Plan** identifies the individual projects and activities that will be undertaken in a specific financial year.





## The Delivery Program

This is the point where the community aspirations are actioned. This plan is a statement of the commitment to the Gwydir Community from its newly elected Council. The creation of the Delivery Program is a statement from the elected members to their community that they will work towards the long term goals included in the Community Strategic Plan.

The Delivery Program is a single point of reference for all principal activities that will be undertaken by the Council during their term of office.

This plan embraces all areas of Council's operations. The community goals and strategies included in the Community Strategic Plan are expanded to include actions for the four year period of the operation of the plan (2017 – 2021).

While the Delivery Program lists all of the strategies in the Community Strategic Plan, it only focuses on those strategies and actions that can be actioned by Council. The Delivery Program features all the goals and strategies from the Community Strategic Plan, however it does not feature actions that cannot be completed within the term of the Council.

This report should be read in conjunction with the Community Strategic Plan, Operational Plan and Resourcing Strategy. All of these documents can be found on the Gwydir Shire Council website [www.gwydirshire.com](http://www.gwydirshire.com)

## The Operational Plan 2017 - 2018 (this plan)

**The operational Plan supports the implementation of the Delivery Program and outlines in more detail the individual actions and associated activities that our Council will undertake in the 2017-2018 financial year and those following.**

**The Operational Plan links directly to the Community Strategic Plan, Council's Delivery Program and Resourcing Strategy. None of the plans should be read in isolation. All the plans will be able to be viewed on the Council's website [www.gwydirshire.com](http://www.gwydirshire.com)**

## The Resourcing Strategy

The Resourcing Strategy is a suite of plans that ensure that Council has the necessary assets, people and money to deliver the goals in the Community Strategic plan, and the strategies and actions included in the Delivery Program and Operational Plans. The Resourcing Strategy includes the following:

Workforce Management Plan – 4 years – 2017 – 2021

Long Term Financial Plan – 10 years – 2017 – 2027

Asset Management Plans – 10 years – 2017 – 2027

## How we will report

It is important to both Council and the community that we measure and report on our progress. The plans are all inter connected. Progress toward the Operational Plan contributes to the implementation of the Delivery Program which contributes to achieving our community’s goals and objectives as outlined in the Community Strategic Plan. Measures are designed to inform each other and tell a story about Council’s progress towards achieving the Community Strategic Plan, both day to day and over longer periods of time. The diagram below identifies the types of reports we will provide, what we will measure and what reporting periods will be covered.



The different reports we will provide, what we will measure and the reporting periods are outlined below:

Budget Review	Performance Report	Annual Report	End of Term Report
<ul style="list-style-type: none"> <li>Quarterly</li> <li>Budget only</li> </ul>	<ul style="list-style-type: none"> <li>Six monthly</li> <li>Reports on progress in implementing the Operational Plan projects and works through service output measures</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Reports on progress in implementing the Delivery Program activities through outcome measures and operational plan projects and works</li> <li>Also includes State of the Environment Report, audited financial reports and other statutory information</li> </ul>	<ul style="list-style-type: none"> <li>Four yearly in line with end of Council term</li> <li>Shows progress in implementing the goals of the Community Strategic Plan during Councillor’s term of office</li> </ul>



# Information on Gwydir Shire Council

## Our Vision

To be the recognised leader in Local Government through continuous learning and sustainability.

## Our Mission

To ensure that the Council's long term role is viable and sustainable by meeting the needs of our residents in a responsible caring way, attract sustainable development while maintaining the traditional rural values, character and culture of our people.

## Council Core Values

### 1. For Our Community and Visitors

We will provide a safe, clean and healthy environment in which all people have the opportunity to participate in, and share in the Council's services and facilities.

### 2 For Our Community Committees

We will seek their opinion in relation to the services in which they assist us, offer relevant and timely support, and recognise their valuable contribution.

### 3 For Our Staff

We will create an atmosphere of team support, which encourages frank and honest communication, and the use of common sense and innovation in a safe and friendly working environment with the aim of efficiency.

### 4 For Our Councillors

We will treat all Councillors equally and ensure that they are provided with accurate and timely advice and expect that they will treat each other and the staff with due respect.

# Gwydir Shire Council 2017

## Our Council Area

Gwydir Shire is located on the North West Slopes and Plains of NSW, approximately 400kms north of Sydney, 120kms north of Tamworth, 300kms south west of Brisbane, 40kms west of Inverell and 40kms east of Moree.

The Shire sits at the crossroads of the Fossickers Way, a popular north-south touring route, the Gwydir Highway, a significant east-west route linking the NSW North Coast to Outback NSW and on Nature's Way (State Touring Route 3), which links Narrabri to Inverell via Gwydir Shire. The Bruxner Highway (east-west route) traverses the northern edge of the Shire with links into southern Queensland.

Much of Gwydir Shire lies between the 29°S and 30°S latitudes, placing it mid-way in the realm of arable lands within the Southern Hemisphere. It has a temperate climate with warm to hot summers (25°C – 35°C) and cool to mild winters (10°C – 20°C). The average elevation across the shire is approximately 350m above sea level. The Gwydir Shire lies about 300kms from the Tasman Sea and the north coast of NSW.

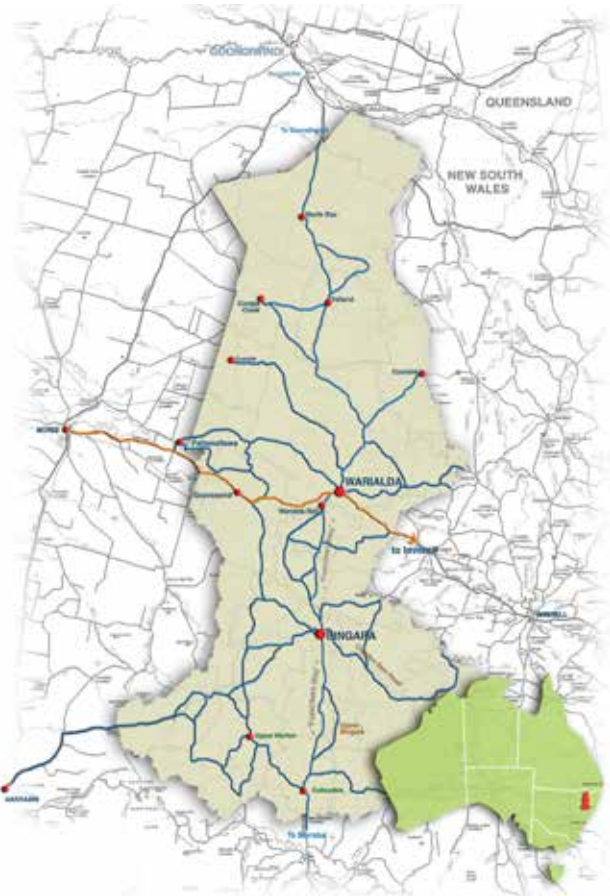
The Shire is part of the New England – North West Region of NSW (also known as the Northern Inland Region) and is bounded by Tamworth Regional Council to the south, Narrabri Shire to the south west, Moree Plains Shire to the west, Inverell Shire to the east and Uralla and Guyra Shires to the south east.

Incorporating an area of 9,122 square kilometres, Gwydir Shire extends from the Nandewar Range in the south and north to close to the Queensland border. The landscapes of the Shire are diverse, and in places, breathtaking.

The southern and central areas of the Shire are located within the Gwydir River catchment area with the Gwydir River flowing through Bingara and Gravesend. The southern areas of the Shire are hilly with pockets of highly fertile river flats along the Gwydir River and its main tributaries.

Mt Kaputar National Park forms the western edge of the Shire, with rugged remnant volcanic peaks and landforms rising above the Gwydir Valley. The northern part of the Shire lies within the 'Golden Triangle'. Built on the black soils from basalt outflows of the New England, it is one of the most productive agricultural areas in Australia.

Agriculture is the primary land use and economic activity within Gwydir Shire. Livestock production dominates in the southern and central areas of the Shire, with the Shire producing prime beef, lamb and pork. The Shire has a collection of beef cattle and sheep properties with a number of renowned beef studs.





Broadacre cropping is undertaken in the northern part of the Shire, with the main crops being wheat, sorghum and barley. Other crops include dryland cotton, other grains (oats, maize, triticale), hay and pasture seeds, pulses (chickpeas, field beans, mung beans, faba beans, lentils) and oilseeds (canola, soybeans and sunflowers).

In June 2015, Gwydir Shire had an estimated population of 5,068. The Shire has two small towns, Bingara and Warialda, located approximately 40km apart. Bingara services the southern part of the Shire. Located on the Gwydir River at the intersection of the Fossickers Way and Nature's Way (State Touring Route 3), Bingara is a popular stop for travellers.

Warialda is located on the Gwydir Highway, midway between Inverell and Moree. The town is a service centre for both the surrounding rural area and Highway travellers.

Both towns have small, vibrant shopping centres, with IGA supermarkets, historic hotels, eateries and shops that meet the day-to-day needs of the community. There are also a few boutiques and some lifestyle and 'quirky' retailers that are always popular with visitors. Both towns are ideal to use as a stop-over base for exploring the Gwydir Shire and surrounding regions.

The Shire has five rural villages – North Star, Croppa Creek, Coolatai and Gravesend in the northern part of the Shire, and Upper Horton in the south. The Shire has 21 rural localities – Boonal, Blue Nobby, Yallaroi, Crooble, (part of) Pallamallawa and Balfours Peak in the northern half of the Shire, and Warialda Rail, Gineroi, Bangheet, Riverview, Elcombe, Pallal, Rocky Creek, Back Creek, Cobbadah, Gundamulda, Dinoga, Gulf Creek, Upper Bingara, Keera and Copeton in the southern half.

## Our Assets

The total value of Gwydir Shire Council's asset inventory is just under \$494 million. This includes: water, sewerage, and drainage infrastructure, roads, bridges, land, buildings, and plant and equipment. These assets combine to enhance the quality of life for our residents and those visiting Gwydir Shire Council.

### Roads

The Gwydir Shire area is 9,122 square kilometres, with a comprehensive road network totalling 2,061 kilometres (not including state owned highways). Our infrastructure is comprised of:

- 1,427km of unsealed roads
- 634km of sealed roads
- 108 bridges (this includes 67 culverts that are defined as bridges)
- 13km of footpaths
- 33km of kerb and guttering
- 40km of sewerage pipes
- 75km of water pipes

### Buildings and Land

Gwydir Shire Council has a total of 207 buildings recorded in our asset register. We have a wide variance of facilities under our management including:

- 14 public halls and community centres
- 19 aged care/low income units
- 11 residential houses
- 2 medical centres
- Naroo – a 36 bed aged care facility
- 3 learning region complexes – hospitality, automotive, and primary industry trade training centres
- 6 sporting facilities/indoor stadiums/showgrounds
- 2 caravan parks with 22 cabins for hire
- 21 public amenities
- Over 20 parks and public reserves

### Other Assets

In conjunction with the regular Council functions, we also provide services and maintenance for:

- Preschools, including the Tharawonga mobile unit
- Swimming pools
- Tourist centres
- Toy libraries
- Aerodromes
- Museums
- Cemeteries
- The Roxy theatre

Asset Category	Total of At Cost
Roads Structure	181,835,398.82
Roads Surface	33,055,728.25
Unsealed Roads	102,967,630.92
Bridges	38,546,571.08
Footpaths	3,187,767.48
Kerb and Gutter	3,019,473.60
Buildings	61,808,783.64
Land	7,893,467.91
Furniture and Fittings	1,252,019.18
Office Equipment	1,095,313.59
Other Structures	4,678,654.77
Plant and Equipment	16,026,757.16
Swimming Pools	2,679,000.00
Water Infrastructure	16,470,079.07
Sewerage Infrastructure	12,509,891.83
Stormwater Drainage	3,703,647.60
Landfills	2,731,360.55
Quarries	370,675.79
	<b>493,832,221.24</b>



## Gwydir Shire Council Organisation Structure

The next section of the report outlines the current organisational structure of Council, however this will be reviewed during the first quarter of 2017-18. It includes the functional areas under each of the directorates. Each of these functional areas is reported on with the reports including a description of the function, outputs and the four year actions aligned to this functional area.

## SECTION 2 – The Annual Operational Plan

### Our goals, outcomes, strategies and actions for 2017 - 2018.

This section of this plan outlines the details of Council's 2017-2018 Operational Plan. This is the last plan in Gwydir Shire Council's suite of documents. It should be read in conjunction with the Community Strategic Plan and the Delivery Plan which clearly demonstrate where the actions included in this plan have originated. The objectives included in this plan are supported by the Gwydir Shire Council 2017 - 2021 Resourcing Strategy.

The outcomes, strategies and actions under each of the goal areas for the 2017-2018 Financial Year are outlined below:

-  **A Healthy and Cohesive Community**
-  **Building The Business Base**
-  **An Environmentally Responsible Shire**
-  **Proactive Regional and Local Leadership**
-  **Organisational Management**



# SOCIAL



## Goal 1 - A healthy and cohesive community

**Outcome 1.1 We have healthy and inviting spaces and places**

**Outcome 1.2 Our community is an inviting and vibrant place to live**

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

We have access to a range of high quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.



**GOAL** 1 **A healthy and cohesive community**  
**OUTCOME** 1.1 **We have healthy and inviting spaces and places**  
**STRATEGY** 1.1.1 **Improve local access to health services**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.2.4 Aged Persons - Promote and organise participation in recreational and social activities.	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.1.2.6 Food Inspection activities reported to Food Authority	Public Health	01-Jul-2017	31-Jul-2017
1.1.2.7 Develop concept plan for the construction of a walking path from Cranky Rock to Warialda	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.2.9 Liaise with community organisations as to the need for a Healthy Living Committee	Gwydir Learning Region	01-Jul-2017	30-Jun-2018

**STRATEGY 1.1.2 Provide the right places, spaces and activities**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.3.48 Moffatt Park Gravesend - scope and estimate of irrigation system	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.50 Reedy Creek Warialda - walking path concept plan	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.54 Development of Positive Ageing Strategy	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.1.3.55 Gravesend Recreation Ground - scope and estimate of irrigation system	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.59 Provide advocacy and referral services to the Bingara Community	Social Services	01-Jul-2017	30-Jun-2018
1.1.3.60 Provide welfare assistance for clients through Salvation Army funding.	Social Services	01-Jul-2017	30-Jun-2018
1.1.3.61 Continue to provide Toy Library services to the Warialda community.	Social Services	01-Jul-2017	30-Jun-2018
1.1.3.62 Continue to provide Toy Library services to the Bingara community.	Social Services	01-Jul-2017	30-Jun-2018
1.1.3.75 Replace street trees in Junction Street	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.76 Naroo Aged Care Facility - review levels of staffing aligning them with industry benchmarks	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.1.3.77 Liaise with community members and investigate the viability of creating geological walking tracks on the outskirts of Warialda.	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.78 Investigate methods to effectively and positively welcome health professionals into our community	Organisation Development Administration	01-Jul-2017	30-Jun-2018
1.1.3.79 Investigate the feasibility and cost of more public art	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.83 Warialda Cemetery - selective tree removal	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.84 Warialda Cemetery - drainage improvements	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.85 Bingara Cemetery - drainage improvements	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018
1.1.3.86 Nicholson Oval and Recreation Ground Warialda - aeration of playing fields	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018

**OUTCOME 1.2 Our Community Is An Inviting And Vibrant Place To Live**

**STRATEGY 1.2.1 Enable accessible and affordable lifestyle options**

ACTIONS	DEPARTMENT	START DATE	END DATE
1.2.1.4 Further investigate the development of Independent living residential options for aged and disabled persons in Gwydir Shire Council.	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.2.1.7 Prepare a local housing market study	Development and Land Use Management	01-Jul-2017	30-Jun-2018
1.2.1.8 Undertake a community survey with the ageing to identify housing needs and priorities.	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.2.1.9 Investigate feasibility of Warialda Rail water supply	Water Supply Services	01-Jul-2017	30-Jun-2018
1.2.1.10 Undertake community survey with the ageing to identify housing needs and priorities	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.2.1.11 Continue to promote Family Day Care as a viable business opportunity to the community.	Social Services	01-Jul-2017	30-Jun-2018
1.2.1.12 Audit website to ensure that images include people with disabilities and that language is appropriate.	Marketing & Promotion	01-Jul-2017	30-Jun-2018
1.2.1.13 Utilise International Day of People with Disabilities to promote inclusion to the general community	Marketing & Promotion	01-Jul-2017	30-Jun-2018
1.2.1.15 Replace CHSP Warialda Bus	Aged and Disability Services	01-Jul-2017	30-Jun-2018
1.2.1.14 Develop and facilitate Disability Awareness Training for staff.	Organisation Development Administration	01-Jul-2017	30-Jun-2021
1.2.1.15 Replace CHSP Warialda Bus	Aged and Disability Services	01-Jul-2017	30-Jun-2018

**STRATEGY 1.2.2 A shared responsibility for community safety**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
1.2.2.11 Animal pound construction	Public Health	01-Jul-2017	30-Jun-2018
1.2.2.18 Companion Animal Activity Reporting to Office of Local Government	Public Health	01-Jul-2017	30-Jun-2018
1.2.2.19 Hunting style night vision cameras for illegal activity surveillance	Public Health	01-Jul-2017	30-Jun-2018
1.2.2.25 Audit Council libraries equipment and resources in terms of height and reach accessibility.	JRO Procurement & Library	01-Jul-2017	30-Jun-2018
1.2.2.26 Increase the length of disabled car places to accommodate loading of wheelchairs.	Technical Services Administration	01-Jul-2017	30-Jun-2018
1.2.2.26 Increase the length of disabled car places to accommodate loading of wheelchairs.	Technical Services Administration	01-Jul-2017	30-Jun-2018

**STRATEGY 1.2.3 Celebrate our creativity and cultural expression**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
1.2.3.11 Continue to promote our Shire and its vast qualities through the Willoughby Youth Exchange	Social Services	01-Jul-2017	30-Jun-2018

# ECONOMIC



## Goal 2 - Building the business base

**Outcome 2.1 Our economy is growing and supported**

**Outcome 2.2 We are skilled and have access to excellent educational opportunities**

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.



## GOAL 2 Building the business base

OUTCOME 2.1 Our Economy Is Growing And Supported  
 STRATEGY 2.1.1 Plan for and develop the right assets and infrastructure

ACTIONS	DEPARTMENT	START DATE	END DATE
2.1.1.161 Further develop strategic relationship - Namoi Water Alliance	Water Supply Services	01-Jul-2017	30-Jun-2018
2.1.1.162 Prepare report of possible cost savings for Community Halls.	Building Services	01-Jul-2017	30-Jun-2018
2.1.1.196 Warialda Fitness Centre - Refurbish amenities and foyer	Building Services	01-Jul-2017	30-Jun-2018
2.1.1.221 Private Swimming Pool Inspection Program	Building Services	01-Jul-2017	30-Jun-2018
2.1.1.223 Investigate feasibility of North Bingara sewerage expansion	Sewerage Services	01-Jul-2017	30-Jun-2018
2.1.1.224 Revalue Building Assets	Asset Management	03-Jul-2017	30-Jun-2018
2.1.1.225 Revalue Water and Sewer Assets	Asset Management	03-Jul-2017	30-Jun-2018
2.1.1.226 Conduct Audit of Urban Addressing Database	Asset Management	01-Jul-2017	30-Jun-2018
2.1.1.227 Continue the Work for the Dole program at The Living Classroom.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.228 Broaden the scope of, and provide where appropriate GLR Certificate of Competency eg Horticulture, Skid Steer and Mini Roller skills	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.229 Finalise audit of GSC skills, interests and qualifications.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.231 Continue to offer general interest and skills courses.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.228 Broaden the scope of, and provide where appropriate GLR Certificate of Competency eg Horticulture, Skid Steer and Mini Roller skills	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.229 Finalise audit of GSC skills, interests and qualifications.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.1.1.230 Continue to offer appropriate nationally accredited courses.	Gwydir Learning Region	01-Jul-2017	30-Jun-2021
2.1.1.231 Continue to offer general interest and skills courses.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018

**STRATEGY 2.1.3 Promote our community as the place to visit, live, work and invest**

ACTIONS	DEPARTMENT	START DATE	END DATE
2.1.3.9 Finalise Tourism and Economic Development Plan	Marketing & Promotion	01-Jul-2017	30-Jun-2018
2.1.3.13 Develop tools and templates to assist community groups run events	Marketing & Promotion	01-Jul-2017	30-Jun-2018
2.1.3.14 Promote the shire's venues and facilities for regional meetings, conferences and events.	Marketing & Promotion	01-Jul-2017	30-Jun-2018
2.1.3.15 Attract 'Footloose' Events to the Shire	Marketing & Promotion	01-Jul-2017	30-Jun-2018
2.1.3.16 Produce a report to Council identifying potential cost savings in reducing levels of service for Parks and Gardens.	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018

**OUTCOME 2.2 We Are Skilled And Have Access To Excellent Educational Opportunities**  
**STRATEGY 2.2.1 Increase the range of opportunities to work locally**

ACTIONS	DEPARTMENT	START DATE	END DATE
2.2.1.3 Develop Council's Workforce Plan to include best practice guidelines for inclusion.	Organisation Development Administration	01-Jul-2017	30-Jun-2018
2.2.1.4 Review recruitment processes, forms and language to ensure that they are inclusive of people of all abilities.	Organisation Development Administration	01-Jul-2017	30-Jun-2018

**STRATEGY 2.2.2 Build on our quality education and training opportunities (including through the GLR)**

ACTIONS	DEPARTMENT	START DATE	END DATE
2.2.2.15 Identify and action the skills needed within Gwydir.	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.2.2.16 The Gwydir Learning Region (GLR) will rebuild the positive relationships that existed in the past with the various stakeholder groups	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
2.2.2.17 The GLR Committee will develop an action plan to identify, address and annually monitor the current skill shortages and existing impediments to learning within Gwydir Shire	Gwydir Learning Region	01-Jul-2017	30-Jun-2018



# ENVIRONMENT



## Goal 3 An environmentally responsible shire

- Outcome 3.1 Our community understands and embraces environmental change**
- Outcome 3.2 We use and manage our natural resources wisely**

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.



**GOAL** 3 **An Environmentally Responsible Shire**  
**OUTCOME** 3.1 **Our Community Understands And Embraces Environmental Change**  
**STRATEGY** 3.1.1 **Encourage respectful planning, balanced growth and good design**

ACTIONS	DEPARTMENT	START DATE	END DATE
3.1.1.9 Liaise with National Parks to investigate improved access and promotion of pocket parks in particular bushwalking, bird watching and mountain bike activities	Environment	01-Jul-2017	30-Jun-2018

**STRATEGY** 3.1.3 **Value, protect and enhance our natural environment**

ACTIONS	DEPARTMENT	START DATE	END DATE
3.1.3.14 Report council weed activity to regional weeds funding body	Environment	01-Jul-2017	30-Jun-2018
3.1.3.15 Gwydir River Foreshore Management Plan Action Develop policies, procedures and systems for the effective and efficient operation of the Camping Reserves	Environment	01-Jul-2017	30-Jun-2018
3.1.3.16 Gwydir River Foreshore Management Plan Action Complete a Risk Assessment as part of the Plan and implement controls	Environment	01-Jul-2017	30-Jun-2018
3.1.3.17 Gwydir River Foreshore Management Plan Action Implement Crown Reserve Reporting System (CRRS) requirements to meet the Trusts annual reporting obligations	Environment	01-Jul-2017	30-Jun-2018
3.1.3.18 Gwydir River Foreshore Management Plan Action. Install appropriate facilities at each of the Camping Reserves to support the camping activity and day use of the reserves.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.19 Gwydir River Foreshore Management Plan Action. Develop long-term asset management plan and annual maintenance program (including costings). Prioritise future funding allocation based on asset management planning.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.20 Gwydir River Foreshore Management Plan Action. Ensure all assets are registered for insurance purposes.	Environment	01-Jul-2017	30-Jun-2018

3.1.3.21 Gwydir River Foreshore Management Plan Action. Undertake annual review of Camping Reserve usage to determine if demand is increasing.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.22 Gwydir River Foreshore Management Plan Action. Work with key stakeholders specifically Local Land Service to identify funding sources to further improve infrastructure as necessary.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.23 Gwydir River Foreshore Management Plan Action. Work with key stakeholders, agencies and partners to develop and implement, monitor and review an Environmental Management Plan for each of the Reserves.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.24 Gwydir River Foreshore Management Plan Action. Undertake appropriate vegetation management, and work with stakeholders where possible to implement vegetation management strategies.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.25 Gwydir River Foreshore Management Plan Action. Undertake pest and weed management at each Reserve in conjunction with appropriate agencies.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.26 Gwydir River Foreshore Management Plan Action. Identify items of significance such as; heritage items, items of cultural significance, and plants and animals of environmental significance e.g. threatened or endangered, on the reserves which require protection.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.27 Gwydir River Foreshore Management Plan Action. Appropriate signage, including copies of bylaws if applicable, to be displayed in prominent locations. Use of media release and other publications to inform visitors of the acceptable activities and behaviour on reserves, and the relevant enforcement action for non-compliance.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.28 Gwydir River Foreshore Management Plan Action. Gather base line data to identify the values of the reserve to the community.	Environment	01-Jul-2017	30-Jun-2018

3.1.3.29 Gwydir River Foreshore Management Plan Action. Littering signage.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.30 Gwydir River Foreshore Management Plan Action. Manage waste disposal-(e.g. increase number of bins at Cunningham Park).	Environment	01-Jul-2017	30-Jun-2018
3.1.3.31 Gwydir River Foreshore Management Plan Action. Limit duration of stay for campers.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.32 Gwydir River Foreshore Management Plan Action. Define permissible, event, and nonpermissible camping zones.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.33 Gwydir River Foreshore Management Plan Action. All visitors must have self contained toilets if toilets are unavailable at the proposed camping location.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.34 Gwydir River Foreshore Management Plan Action. Establish and maintain defined vehicle access corridors.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.35 Gwydir River Foreshore Management Plan Action. Manage noxious weeds along the Gwydir River foreshore.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.36 Gwydir River Foreshore Management Plan Action. Manage feral animals.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.37 Gwydir River Foreshore Management Plan Action. Riverbank edge walkway/riding trail - Create stable and shaded river edge landscapes with native trees to allow a walk, horse-ride trail along riverfront.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.38 Gwydir River Foreshore Management Plan Action. Grazing pressure.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.39 Gwydir River Foreshore Management Plan Action. Implement interpretive walk ways outlining the natural and cultural values of the flora and fauna of the area, as well as the implementation of nature observation stations.	Environment	01-Jul-2017	30-Jun-2018

3.1.3.40 Gwydir River Foreshore Management Plan Action. Facilitate sustainable recreational use by encouraging cyclist and walkers to use designated paths, and limit vehicular access to minimum designated paths.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.41 Gwydir River Foreshore Management Plan Action. Install shaded seating.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.42 Gwydir River Foreshore Management Plan Action. Custom Designed picnic shelter, tables and chairs and viewing deck/garden, incorporating interpretive signage.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.43 Gwydir River Foreshore Management Plan Action. Move the camping activity away from the river's edge, leaving the area available for day use. This will also provide a buffer between the river's edge and camping ground during minor flood events.	Environment	01-Jul-2017	30-Jun-2018
3.1.3.44 Gwydir River Foreshore Management Plan Action Grade roads.	Environment	01-Jul-2017	30-Jun-2018

**OUTCOME**      **3.2**      **We Use & Manage Our Natural Resources Wisely**  
**STRATEGY**    **3.2.1**    **Develop a clean energy future**

ACTIONS	DEPARTMENT	START DATE	END DATE
3.2.1.2 Explore alternative energy options	Circular Economy	01-Jul-2017	30-Jun-2018
3.2.1.3 Investigate any opportunities to reduce electricity costs within the Shire through the introduction of a community based alternative energy production scheme	Circular Economy	01-Jul-2017	30-Jun-2018
3.2.1.5 Finalise the 'Behind the meter' scheme modelling (Institute of Sustainable Futures, University of Technology Sydney, and Zen Energy Systems)	Circular Economy	01-Jul-2017	30-Jun-2018

**STRATEGY**    **3.2.2**    **Use our water wisely**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
3.2.2.15 Investigate water treatment options for Gravesend water supply (discolouration)	Water Supply Services	01-Jul-2017	30-Jun-2018
3.2.2.16 Investigate feasibility of establishing Croppa Creek town water supply	Water Supply Services	01-Jul-2017	30-Jun-2018
3.2.2.17 Develop Integrated Water Cycle Management Plan and Strategic Business Plans for Water supplies	Water Supply Services	01-Jul-2017	30-Jun-2018
3.2.2.18 Establish Develop Servicing Plans for Water Supplies	Water Supply Services	01-Jul-2017	30-Jun-2018

**STRATEGY**    **3.2.3**    **Reduce, reuse and recover waste**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
3.2.3.1 Implement Council's Waste Management Strategy, in consultation with the community.	Environment	01-Jul-2017	30-Jun-2018
3.2.3.21 statutory waste reporting to the Environmental Protection Agency	Waste Management	01-Jul-2017	30-Jun-2018

# CIVIC LEADERSHIP



## Goal 4 Proactive regional and local leadership

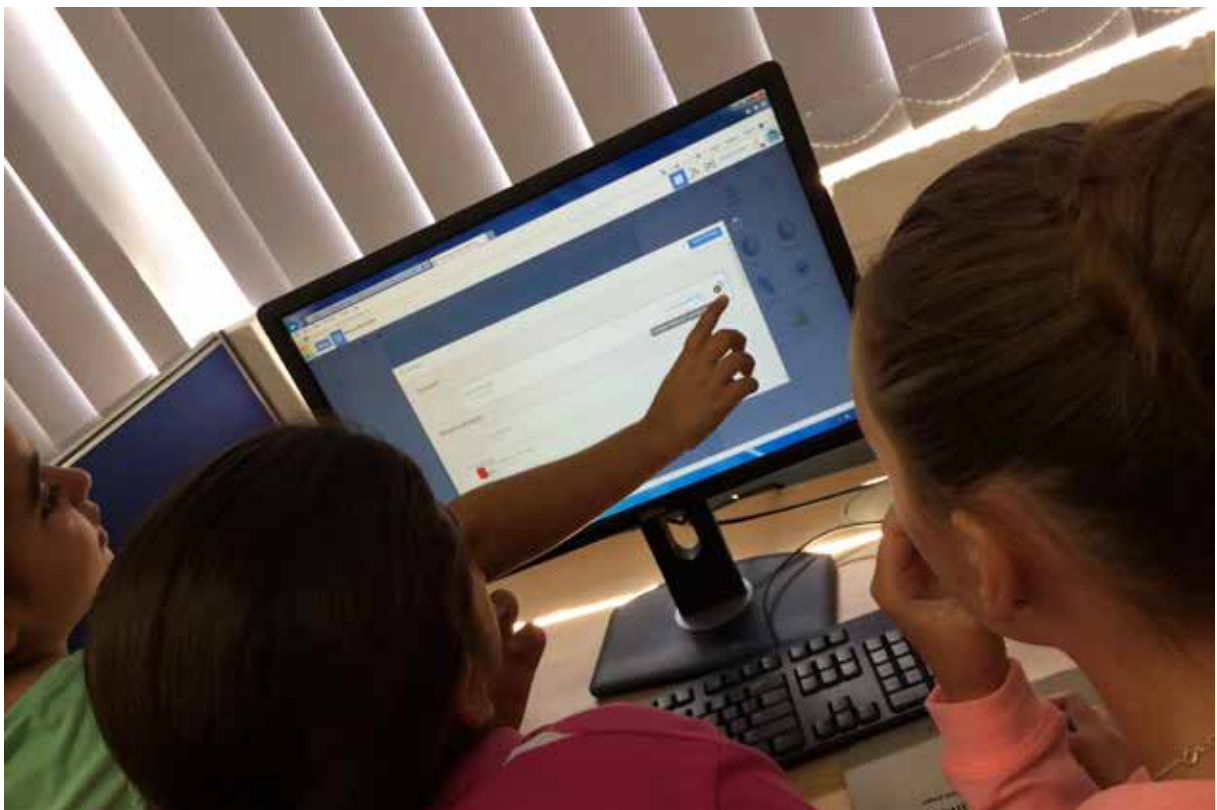
**Outcome 4.1 We are an engaged and connected community**

**Outcome 4.2 We work together to achieve our goals**

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

Our thoughts and ideas are valued; we are empowered with the knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.



**GOAL 4 Proactive Regional and Local Leadership**

**OUTCOME 4.1 We Are An Engaged & Connected Community**

**STRATEGY 4.1.2 Enable broad, rich and meaningful engagement to occur**

ACTIONS	DEPARTMENT	START DATE	END DATE
4.1.2.4 Improve communicating events and happenings within our community	Marketing & Promotion	01-Jul-2017	30-Jun-2018
4.1.2.5 Review websites and social media to ensure that they act as an efficient communication and publication tool whilst also effectively undertaking marketing and transactional functions	Governance	01-Jul-2017	30-Jun-2018

**OUTCOME 4.2 We Work Together To Achieve Our Goals**

**STRATEGY 4.2.1 Build strong relationships and shared responsibilities**

ACTIONS	DEPARTMENT	START DATE	END DATE
4.2.1.1 Develop and promote volunteering initiatives in the Shire through regular induction ceremonies	Organisation Development Administration	01-Jul-2017	30-Jun-2018
4.2.1.11 Develop and conduct training for community members with regard to effective communication, leadership, personal development, customer services, active listening and group dynamics	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
4.2.1.12 Liaise with the relevant community group and support them as they undertake a community skills audit	Gwydir Learning Region	01-Jul-2017	30-Jun-2018
4.2.1.15 Liaise with, and support the community to form a Friends of Naroo committee. This committee primary function will be to fundraise.	Organisation Development Administration	01-Jul-2017	30-Jun-2018
4.2.1.16 Assist Warialda volunteers to coordinate and host a Warialda Pop Up Gallery.	Organisation Development Administration	01-Jul-2017	30-Jun-2018
4.2.1.17 Investigate ways to minimise event costs in particular insurance and ambulance services	Marketing & Promotion	01-Jul-2017	30-Jun-2018
4.2.1.19 Support the community by investigate the feasibility of hosting a Warialda Triathlon and, or Reedy Creek mud run	Recreational Facilities	01-Jul-2017	30-Jun-2018



4.2.1.20 Petition mobile carriers and government authorities for better mobile coverage with the Gwydir area	Governance	01-Jul-2017	30-Jun-2018
4.2.1.21 Share the RMS Inspection Calendar with the community through email and website	Other Operations	01-Jul-2017	30-Jun-2018
4.2.1.14 Continue to support the Friends of Myall Creek Committee host the annual memorial ceremony	Organisation Development Administration	01-Jul-2017	30-Jun-2021
4.2.1.15 Liaise with, and support the community to form a Friends of Naroo committee. This committee primary function will be to fundraise.	Organisation Development Administration	01-Jul-2017	30-Jun-2018
4.2.1.16 Assist Warialda volunteers to coordinate and host a Warialda Pop Up Gallery.	Organisation Development Administration	01-Jul-2017	30-Jun-2018
4.2.1.17 Investigate ways to minimise event costs in particular insurance and ambulance services	Marketing & Promotion	01-Jul-2017	30-Jun-2018
4.2.1.18 Host quarterly welcome evenings for new residents	Marketing & Promotion	01-Jul-2017	30-Jun-2021
4.2.1.19 Support the community by investigate the feasibility of hosting a Warialda Triathlon and, or Reedy Creek mud run	Recreational Facilities	01-Jul-2017	30-Jun-2018
4.2.1.20 Petition mobile carriers and government authorities for better mobile coverage with the Gwydir area	Governance	01-Jul-2017	30-Jun-2018
4.2.1.21 Share the RMS Inspection Calendar with the community through email and website	Other Operations	01-Jul-2017	30-Jun-2018

# GOVERNANCE



## Goal 5 - Organisational management

### Outcome 5.1 Corporate Management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council bringing additional benefit to the community, staff and Councillors.

Good corporate management is about having the right processes for making and implementing strategic decisions.



**GOAL 5 Organisational Management**

**OUTCOME 5.1 Corporate Management**

**STRATEGY 5.1.1 Financial management and accountability systems**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
5.1.1.1 Completion of Annual Financial Statements	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.5 December quarter budget review	Financial Operations	01-Oct-2017	30-Jun-2018
5.1.1.13 March quarter budget review	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.16 September quarter budget review	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.109 Annual Statements - Pensioner Rebate	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.110 Annual Statements - HACC Commonwealth Grant Program Funding	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.616 Renegotiate all possible outstanding loans to minimise interest rate and reduce loan interest payable	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.617 Rates pension rebate claim	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.618 Fringe Benefits Return	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.619 Oversee the collection of the Emergency Service Levy (ESL) (as imposed by NSW State Government)	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.622 Implement new Long Term Financial Plan from LG Solutions (used by significant number of councils)	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.623 Year End Audit - Audit Office	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.624 Contra Accounts will be administered in accordance with legislative requirements and best practice.	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.625 Deleted and obsolete accounts will be administered in accordance with legislative requirements and best practice.	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.626 Corporate services staff will continue to liaise with Human Resources staff to ensure Employee Leave Entitlements and other oncost related items are monitored.	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.627 ELE accounts will be administered in accordance with legislative requirements and best practice.	Financial Operations	01-Jul-2017	30-Jun-2018

5.1.1.628 Council's General Revenue fund will be administered in accordance with legislative requirements and best practice.	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.629 Suspense transactions will be cleared out in a timely manner in accordance with legislative requirements and best practice.	Financial Operations	01-Jul-2017	30-Jun-2018
5.1.1.630 Develop tender and quotation documentation templates	JRO Procurement & Library	01-Jul-2017	30-Jun-2018
5.1.1.631 Develop policies and procedures with respect to Council's purchasing procurement and contracts.	JRO Procurement & Library	01-Jul-2017	30-Jun-2018
5.1.1.632 Conduct internal training of staff as to the policies and procedures associated with Council's purchasing procurement and contracts.	JRO Procurement & Library	01-Jul-2017	30-Jun-2018
5.1.1.634 Develop contract management documentation templates	JRO Procurement & Library	01-Jul-2017	30-Jun-2018
5.1.1.635 Conduct internal training of staff as to the policies and procedures associated with Council's contracts.	JRO Procurement & Library	01-Jul-2017	30-Jun-2018

#### **STRATEGY 5.1.2 Information management systems**

<b>ACTIONS</b>	<b>DEPARTMENT</b>	<b>START DATE</b>	<b>END DATE</b>
5.1.2.8 Prepare Draft Disaster Recovery and Business Continuity plan for consideration by Council and Exec.	Information Services	01-Jul-2017	30-Jun-2018
5.1.2.9 Digitisation of all legacy paper based records.	Information Services	01-Jul-2017	30-Jun-2018
2017/2018 - All BA / DAs	Information Services	01-Jul-2017	30-Jun-2018
5.1.2.10 Cloud computing initiative	Information Services	01-Jul-2017	30-Jun-2018

**STRATEGY 5.1.3 Administrative and support functions**

ACTIONS	DEPARTMENT	START DATE	END DATE
5.1.3.34 Risk Administration - Emergency Planning - development of evacuation plans	Compliance	01-Jul-2017	30-Jun-2018
5.1.3.41 A full Audit and revamp of Induction Processes	Organisation Development Administration	01-Jul-2017	30-Jun-2018
5.1.3.42 Development and implementation of the CAMMS Performance Evaluation System	Organisation Development Administration	01-Jul-2017	30-Jun-2018
5.1.3.66 Investigate the feasibility of installing a truck tyre changing station at one of Council's Depots	Town Utilities and Plant	01-Jul-2017	30-Jun-2018
5.1.3.67 Investigate the feasibility of installing a 2 post hoist in the Bingara Workshop	Town Utilities and Plant	01-Jul-2017	30-Jun-2018

**STRATEGY 5.1.4 Workforce planning**

ACTIONS	DEPARTMENT	START DATE	END DATE
5.1.4.1 Review workers compensation processes to determine compliance with legislation and effectiveness.	Organisation Development Administration	01-Jul-2017	30-Jun-2018

**STRATEGY 5.1.5 Provide responsible internal governance**

ACTIONS	DEPARTMENT	START DATE	END DATE
5.1.5.11 Risk Administration - Development of Strategic and Operational Risk Registers	Compliance	01-Jul-2017	30-Jun-2018
5.1.5.12 Risk administration - development of a business continuity plan	Compliance	01-Jul-2017	30-Jun-2018

## SECTION 3 – Revenue and Charging

### 2017-2018 Council Rates

Rates and charges are a major source of revenue for Gwydir Shire Council. The revenue is used to meet the costs of providing services to business and residents of the Shire. A number of the programs and initiatives included in Council's Delivery Program and Operational Plan are funded by the rates and charged received by the Council.

Each year the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the allowable annual increase in general income for NSW Councils. This is known as rate pegging. The increase set by IPART for 2017-2018 is 1.5% and shall be applied in full.

Rates are calculated on the NSW Valuer General's assessment of the unimproved capital value of the land. The 2017-2018 rates will be calculated on the Valuer General's 2017 assessments with a base date of 01 July 2016.

#### Ordinary General Rate Structure and Strategy

General Rates are levied using a 'rate in the dollar' (ad valorem) amount applied to each property's Land Value in addition to a base amount payable for each property. The Land Value information for each property is supplied by the Valuer-General. In using a 'base rate', Council is able to reduce the spread between the higher and lower land values and distribute the cost more evenly across in the Shire. All properties in the Shire are categorised based upon the use of the land and determined as Residential, Business or Farmland.

**Land Value x Relevant Ad Valorem = General Rate Amount**  
**Plus Base Amount**  
**Plus Services**  
**Less Pension Rebate (If eligible)**  
**Equals Total Rates Levied**

#### Pensioner Rebates

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges, who meet the criteria outlined by the OLG. These rebates are as follows:

- Ordinary rates and domestic waste management charge up to a \$250.00 maximum rebate.
- Up to a maximum of \$87.50 on water availability charges.
- Up to a maximum of \$87.50 on sewer availability charges.
- Up to a maximum of \$50.00 on Fire and Emergency Level



## Attachments

1. 2017/2018 Fees and Charges
2. 2017/2018 Donations
3. Statement of Revenue Policy
4. Rating Category Maps
5. 2017/2018 Budget (Attachment)

## Acknowledgements

We would like to thank everyone who has contributed to the development of the Operational Plan. This document should be read in conjunction with the Community Strategic Plan which belongs to the Gwydir community, and the Delivery Program. Without your dedication, interest and commitment to this planning process, the production of this Operational Plan would not have been possible. It is an exciting time to be living and working in Gwydir Shire Council.

## Contact Details

We welcome feedback on the Gwydir Shire Council Operational Plan 2017 - 2018. This feedback will be considered as part of our review process. Submissions should be made in writing to:

The General Manager  
Locked Bag 5  
BINGARA NSW 2404

Email: [mail@gwydir.nsw.gov.au](mailto:mail@gwydir.nsw.gov.au)